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**METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY**



# **Metro Social Services Board of Commissioners Governance Policy**

**Adopted: February 27, 2008**

**GP-1****Policy Type: Governance Process  
Governance Commitment**

The Metro Social Services Commission (hereinafter called "Commission") holds itself accountable to provide research, planning, coordination, and family support products to the most vulnerable people in Davidson County so they can experience the best quality of life possible.

In the fulfillment of this charge, the Commission is committed to rigorous and continual improvement of its capacity to govern effectively, using its policies to define its values and expectations in policy.

Adopted: 02/27/08  
Metropolitan Social Services Commission

## **GP-2**

### **Policy Type: Governance Process**

#### **Governing Style**

The Commission will govern with emphasis on End results for the citizens of Nashville and Davidson County rather than on interpersonal issues of the Commission; encourage diversity in viewpoints; focus on strategic leadership rather than administrative detail; observe clear distinction between roles of the Commission and the Executive Director; make collective rather than individual decisions; exhibit future orientation rather than past or present; and govern proactively rather than reactively.

Accordingly:

1. The Commission will cultivate a sense of group responsibility. The Commission, not the Executive Director or staff, will be responsible for excellence in governing. The Commission will use the expertise of individual Commission members to enhance its performance as a body, but will not substitute individual judgments and opinions for the Commission's collective values. Accordingly, members of the Commission will:

- a. focus on issues rather than personalities;
- b. respect decisions of the full body;
- c. exercise honesty in all written and interpersonal interaction, never intentionally mislead or misinform each other; and,
- d. protect the integrity and promote the positive image of the county and one another

2. The Commission will hold itself accountable for governing with excellence. This self discipline will apply to attendance, preparation for meetings, adherence to policymaking principles, respect of roles, and ensuring effective governance capability into the future. To ensure that the Commission's business meetings are conducted with maximum effectiveness and efficiency, members will:

- a. speak only when recognized during meetings;
- b. not interrupt each other during meetings;
- c. not engage in side conversations during meetings;
- d. ask questions for clarification;
- e. listen for content and understanding;
- f. not repeat what has already been said during meetings;
- g. support the chair's efforts to facilitate an orderly meeting;
- h. communicate in a timely manner to avoid surprises;
- i. ensure that all members' voices are heard.

3. The Commission will direct, control, and inspire others through the careful establishment of written policies reflecting the Commission's values and perspectives. The Commission's major policy focus will be on the intended long-term benefits for Citizens of

Davidson County, not on the administrative or programmatic means of attaining those benefits. Accordingly Commission members will not:

- a. assume responsibility for resolving operational problems or complaints;
  - b. give personal direction to any part of the operational organization.
4. Continuous Commission development will include orientation of new appointees about the Commission's governance process, and periodic discussion and evaluation of its process to assure continued improvement.
5. The Commission will assure that no officer, individual, or committee will hinder or prevent the Commission's work to fulfill its commitments.
6. The Commission will monitor its process and performance at each meeting through a debriefing process. Commission members' attendance at all meetings and work sessions will be monitored regularly. Self-monitoring will include comparison of the Commission's performance with policies in the Governance Process and Commission-Director Relationship categories.
7. The Commission may, by majority vote of its members, revise or amend its policies at any time. However, normally a proposed policy revision will be discussed at one session of the Commission prior to being approved at a subsequent meeting.

Adopted: 02/27/08  
Metropolitan Social Services Commission

### **GP-3**

#### **Policy Type: Governance Process**

#### **Board Job Description**

The job of the Commission is to represent the citizens of Nashville and Davidson County and to lead the organization by determining and demanding appropriate and excellent organizational performance. To distinguish the Commission's own unique job from the jobs of the Executive Director and staff, the Commission will concentrate its efforts on the following:

1. Determining and using proactive strategies to ensure constructive two-way dialogue for input from stakeholders, peer agencies, staff, and citizens as a means to link with the entire community around the Commission's Ends policies.
2. Developing written governing policies that, at the broadest levels, address:
  - a. Ends: Organizational impacts, benefits, and end results for specified recipients and their relative worth (what end result is desired for whom and at what cost);
  - b. Executive Expectations: Parameters on executive authority which establish the practical, ethical and legal boundaries within which all staff activity and decision-making will take place and be monitored;
  - c. Governance Process: How the Commission will conceive, carry out and monitor its own work; and
  - d. Commission/Director Relationship: How authority is delegated and its proper use monitored; the Director role, authority and accountability.
3. Ensuring performance of the Executive Director through monitoring Ends and Executive Expectations policies.
4. Ensuring performance of the Commission through monitoring Governance Process and Commission/Director Relationship policies.
5. Ensuring that the Ends are the focus of organizational performance.
6. Advocating on behalf of the organization and all the citizens it serves.

Adopted: 02/27/08

Metropolitan Social Services Commission

#### **GP-4**

##### **Policy Type: Governance Process**

##### **Monitoring Commission Governance Process and Commission-Director Relationship Policies**

The purpose of monitoring the Commission's Governance Process and Commission-Director Relationship policies is to determine the degree to which the Commission adheres to and fulfills its own policy commitments. Monitoring will be done as efficiently as possible, using meeting time effectively to create the future rather than to review the past.

These policies are monitored through Board self-assessment according to the following frequency:

***(To be addressed at a future time)***

##### **Board-Director Relationship Policies**

###### ***Frequency***

B/DR-1 Management Connection

B/DR-2 Unity of Control

B/DR-3 Accountability of the Director

B/DR-4 Delegation to the Director

B/DR-5 Monitoring Director Performance

##### **Governance Process Policies**

###### ***Frequency***

GP-1 Governance Commitment

GP-2 Governing Style

GP-3 Board Job Description

GP-4 Monitoring Board Policies

GP-5 President's Role

GP-6 Board Committee Principles

GP-7 Committee Structure

GP-8 Agenda Planning

GP-9 Board Member Code of Conduct

GP-10 Board Member Conflict of Interest

GP-11 Process for Addressing Board Member Violations

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

## **GP-5**

### **Policy Type: Governance Process Chair's Role**

The Chair of the Commission ensures the integrity of the Commission's processes and normally serves as the Commission's official spokesperson. Accordingly, the Chair has the following authority and duties:

1. Monitor Commission behavior to ensure that it is consistent with its own rules and policies and those legitimately imposed upon it from outside the organization.
  - a. Conduct and monitor Commission meeting deliberations to ensure that only Commission issues, as defined by policy, are discussed (see GP-3);
  - b. Ensure that Commission meeting deliberations are fair, open, and thorough, but also efficient, timely, orderly and to the point;
  - c. Chair Commission meetings with all the commonly accepted power of that position as described in Robert's Rules of Order;
  - d. Conduct timely meeting debriefings and periodic self-assessments to ensure process improvement.
2. Make all interpretive decisions that fall within the topics covered by Commission policies on Governance Process and Commission/Director Relationship, except where the Commission specifically delegates such authority to others, using any reasonable interpretation of the provisions in those policies.
  - a. Refrain from making any interpretive decisions about policies created by the Commission in the Ends and Executive Expectations policy areas;
  - b. Refrain from exercising any authority as an individual to supervise or direct the Executive Director.
3. Compile and facilitate the summative evaluation of the Executive Director.
4. Represent the Commission to outside parties in announcing Commission-stated positions and in stating decisions and interpretations within the areas assigned to the Chair, delegating this authority to other members when appropriate, but remaining accountable for its use.
5. Sign all contracts and disbursements authorized by the Commission.
6. Appoint members of all Commission ad-hoc committees.

In the absence or inability of the Chair, the Vice Chair shall have all of the powers and duties of the Chair.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission



## **GP-6**

### **Policy Type: Governance Process Commission Committee Principles**

Committees, when used, will be used to support the work of the Commission as described in Policy GP-3, to reinforce the wholeness of the Commission's job, and never to interfere with delegation of authority from the Commission to the Executive Director.

Accordingly:

1. Committees are to assist the Commission to do its job, not to direct or advise the staff. Committees ordinarily will assist the Commission by preparing policy alternatives, implications or recommendations for consideration by the Commission. Consistent with the Commission's broader focus, committees will not have authority over staff.
2. Committees may not speak or act for the Commission except when formally given such authority for specific and time-limited purposes. Committee expectations and authority will be stated carefully by the Commission in policy to assure that committee authority will not conflict with authority delegated to the Executive Director.
3. Committees may not exercise authority over the Executive Director or staff. Because the Executive Director works for the full Commission, any direction to the Executive Director related to a committee recommendation will come from the full Commission.
4. Committees are expected to avoid over-identification with organizational parts rather than the whole. Therefore, a committee that has helped the Commission create policy will not be used to monitor organizational performance on that same activity.
5. This policy applies only to committees that are formed by Commission action. It does not apply to committees formed under the authority of the Executive Director.
6. All committee meetings are open to the public.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

## **GP-7**

### **Policy Type: Governance Process Committee Structure**

A committee is a Commission committee only if its existence and charge come from the Commission and its work is intended to support the Commission's work. The only Commission committees are those established by Commission Bylaws.

Commission committees include:

1. Name: *Finance*

- a. Purpose/Charge:
  - 1) Review the annual proposed, itemized budget of expenditures for the department; and
  - 2) Upon adoption of the budget, monitor the budgetary operations of the department and Commission.
- b. Membership:
- c. Reporting Schedule:
- d. Term:

2. Name: *Personnel*

- a. Purpose/Charge:
  - 1) Serve as an advisory committee on personnel policies and procedures.
  - 2) Review and approve written Social Services Personnel Policies and Procedures, Job classifications and periodically evaluate department positions that are non-Civil service status.
  - 3) Conduct a performance evaluation of the Executive Director and report its results and recommendations to the full Commission.
- b. Membership: Dot Dobbins (Chair, Mary Kate Mouser ), George Price
- c. Reporting Schedule:
- d. Term:

3. Name: *Nominating*

- a. Purpose/Charge:
  - 1) Present nominations for office vacancies;

- 2) Recommend names for the position of Executive Director
- 3) In consultation with the Chairperson and Secretary, determine in advance of the annual meeting the number of nominations to be made.

b. Membership: Frank Boehm, Howard Gentry, Barbara Toms (Chair)

c. Reporting Schedule:

d. Term:

4. Name: Bylaws

a. Purpose/Charge:

- 1) Annually review Bylaws of the Commission;
- 2) Make any recommendations for changes and/or approval as it deems necessary.

b. Membership:

c. Reporting Schedule:

d. Term:

5. Ad Hoc Committee: Governance

a. Purpose/Charge:

- 1) Enable strategic leadership by governing boards
- 2) Decide the broad values of the organization

b. Membership: Dot Dobbins, Gwen Harris, Barbara Toms (Chair)

c. Reporting Schedule:

d. Term:

6. Ad Hoc Committee:

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

## **GP-8**

### **Policy Type: Governance Process Commission Members' Code of Conduct**

The Commission commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum.

Accordingly:

1. Commission members will represent the interests of the citizens of Nashville and Davidson County. This accountability supersedes:
  - a. any conflicting loyalty a member may have to other advocacy or interest groups;
  - b. loyalty based upon membership on other boards or staffs;
  - c. conflicts based upon the personal interest of any Commission member; or,
  - d. conflicts based upon being a relative of an employee of the Commission.
2. Commission members may not attempt to exercise individual authority over the Commission.
  - a. Members' interaction with the Executive Director and with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Commission.
  - b. Members' interaction with the public, press or other entities must recognize the same limitation and the inability of any Commission member to speak for the Commission except to repeat explicitly-stated Commission decisions.
  - c. Members will not publicly express individual negative judgments about Executive Director or staff performance outside the formal evaluation process. Any such judgments of Executive Director or staff performance will be made only by the full Commission.
3. Members shall maintain professional behavior at all times.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

## **GP-9**

### **Policy Type: Governance Process Commission Member Conflict of Interest**

Commission members are expected to avoid conflicts of interest involving any matter pending before the Commission. A conflict of interest is deemed to exist when a member is confronted with an issue in which the member has a personal or pecuniary interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the public interest.

Accordingly:

1. If a Commission member has a direct personal or private interest in any matter pending before the Commission, the member shall disclose such interest to the Commission, shall not vote on the matter and shall not attempt to influence the decisions of other Commission members. If a Commission member has an indirect personal or private interest, then that member may vote on the matter if he/she publicly acknowledges such interest prior to the vote.
2. A member of the Commission shall not also be an employee of Metro Government, nor shall a member receive any compensation for services rendered to Metro Government unless such compensation is set by the Metropolitan Council. This provision shall not prohibit members from receiving reimbursement for authorized expenses incurred during the performance of Commission duties.
3. The Commission shall not enter into any contract with any of its members or with a firm in which a member has a financial interest.
4. A Commission member is expected to avoid conflict of interest in the exercise of the member's fiduciary responsibility. Accordingly, a Commission member may not:
  - a. disclose or use confidential information acquired during the performance of official duties as a means to further the Commission member's own personal financial interests or the interests of a member of the commission member's immediate family;
  - b. accept a gift of substantial value or economic benefit which would tend to improperly influence a reasonable person, or which the Commission member knows or should know is primarily for the purpose of a reward for official action;
  - c. engage in a substantial financial transaction for private business purposes with a person whom the Commission member directly or indirectly supervises;

- d. perform an official act which directly confers an economic benefit on a business in which the Commission member has a substantial financial interest or is engaged as a counsel, consultant, representative or agent.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

**GP-10****Policy Type: Governance Process****Process for Addressing Commission Member Violations**

The Commission and each of its members are committed to faithful compliance with the provisions of the Commission's policies. In the event of a member's willful and continuing violation of policy, the Commission will seek remedy by the following process:

- a. discussion between the offending member and the full Commission;
- b. public censure of the offending member of the Commission.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

**C/EDR-1**

**Policy Type: Commission/Executive Director Relationship  
Governance-Management Connection**

The Commission's sole connection to the operational organization is the Executive Director or his/her designee.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission



**C/EDR-2****Policy Type: Commission/Executive Director Relationship****Unity of Control**

Only decisions of the full Commission acting as an entity are binding on the Executive Director.

Accordingly:

1. Decisions or instructions of individual Commission members, officers and committees are not binding on the Executive Director except in rare instances when the Commission has specifically delegated such exercise of authority.
2. In the case of Commission members or committees requesting information or assistance without official Commission authorization, the Executive Director may refuse such requests that, in the Executive Director's opinion, require a material amount of staff time or resources or that are disruptive or unreasonable.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

**C/EDR-3****Policy Type: Commission/Executive Director Relationship  
Accountability of the Executive Director**

The Executive Director is the Commission's only link to the operational organization. All authority over and accountability of staff is considered to be the responsibility of the Executive Director.

Accordingly:

1. The Commission will never give direction to persons who report directly or indirectly to the Executive Director.
2. The Commission will not formally evaluate any staff member other than the Executive Director.
3. Except as required by law, the Commission will not participate in decisions or actions involving the hiring, evaluating, disciplining or dismissal of any employee other than the Executive Director.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

#### **C/EDR-4**

#### **Policy Type: Commission/Executive Director Relationship Delegation to the Executive Director**

The Commission will instruct the Executive Director through written policies that prescribe the organizational ends to be achieved and describe organizational conditions and actions to be avoided. The Commission will support any reasonable interpretation of those policies by the Executive Director.

Accordingly:

1. The Commission will develop policies instructing the Executive Director to achieve defined end results for identified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Commission will develop policies which limit the latitude the Executive Director may exercise in choosing the organizational means to achieve the ends. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Expectations policies.
3. As long as the Executive Director uses any reasonable interpretation of the Commission's Ends and Executive Expectations policies, the Executive Director is authorized to establish all further policies, make all decisions, establish all practices and develop all activities the Executive Director deems appropriate to achieve the Commission's Ends policies. The Executive Director is not authorized to commit the Commission to any course of action in areas reserved for the Commission.
4. The Commission may change its Ends and Executive Expectations policies at any time, thereby shifting the boundary between Commission and Executive Director domains. By doing so, the Commission changes the latitude of choice given to the Executive Director. However, as long as any Commission-specified delegation of authority is in place, the Commission will respect and support any reasonable interpretation of its policies, even though Executive Director choices may not be the choices the Commission or its members may have made.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

## **C/EDR-5**

### **Policy Type: Commission/Executive Director Relationship Monitoring Executive Director Performance**

The Commission will view Executive Director performance as being identical to organizational performance. Executive Director job performance will be monitored systematically against Executive Director job expectations which are defined as: reasonable progress toward organizational accomplishment of the Commission's Ends policies, and organizational operation within the boundaries established in the Commission's Executive Expectations policies.

Accordingly:

1. Monitoring determines the degree to which Commission policies are being met. Information not formally presented as monitoring data and that does not contribute directly to this purpose is not considered monitoring data.
2. The Commission will acquire monitoring data on Ends and Executive Expectations policies by one or more of three methods:
  - a. By internal report, in which the Executive Director discloses information and certifies compliance to the Commission;
  - b. By external report, in which an external, disinterested third party selected by the Commission assesses compliance with Commission policies;
  - c. By direct Commission inspection, in which the whole Commission formally assesses compliance with the appropriate policy criteria.
3. The consistent standard for compliance for Executive Expectations policies shall be whether the Executive Director has reasonably interpreted and acted within the scope of the Commission policy being monitored. For Ends policies, the standard shall be whether the Executive Director has reasonably interpreted and whether reasonable progress is being made toward achieving the Commission's described results. The Commission will make the final determination as to whether the Executive Director's interpretation is reasonable, whether the Executive Director is in compliance and whether reasonable progress is being made.
4. All policies that instruct the Executive Director will be monitored on schedule and by a method chosen by the Commission. The Commission may monitor any policy at any time by any method.
5. Each September, the Commission will conduct a formal summative evaluation of the Executive Director. The summative evaluation will be based upon data collected during

the year from the monitoring of Commission policies on Ends and Executive Expectations. A written evaluation document will be prepared by the Commission.

The evaluation document will consist of a summary of the data derived during the year from monitoring the Commission's policies on Ends and Executive Expectations, and:

- a. Conclusions based upon the Commission's prior action during the year relative to whether each End has been achieved or whether reasonable progress has been made toward its achievement;
- b. Conclusions based upon the Commission's prior action during the year relative to whether the Executive Director has reasonably interpreted and operated properly within the boundaries established by the Executive Expectations policies;
- c. A summary of the Executive Director's strengths and weaknesses relative to achievement of the Ends policies and operation within the boundaries established in the Executive Expectations policies. Nothing in this policy is intended to imply the establishment of any personal rights not explicitly established by statute, contract or Commission policy. All employment decisions related to the Executive Director remain the sole discretion of the Commission.

Adopted: 02/27/08

Monitoring Method: Commission self-assessment

Monitoring Frequency:

Metropolitan Social Services Commission

**Policy: C/EDR-5-E**

**Policy Type: Commission-Executive Director Relationship**

**ANNUAL SUMMATIVE EVALUATION of the Executive Director**

The Commission's Policy C/EDR-5 provides that: Each September, the Commission will conduct a formal summative evaluation of the Executive Director. The summative evaluation will be based upon accumulated data derived from monitoring Commission policies on Ends and Executive Expectations during the year. The Commission chair or the chair's designee will compile a written evaluation document. The Executive Director and the Commission will review the document.

The purpose of the annual evaluation of the Executive Director is to summarize the actions previously taken by the Commission as it monitored Ends and Executive Expectations policies during the year, and to draw conclusions on that basis.

During the preceding year, the Commission monitored the following policies. Acceptance is evidence of satisfactory organizational and Executive Director performance which include, but are not limited to the following:

Executive Limitation Policy	Date Monitored	Action Taken
		Full Compliance
		Provisional Compliance
		Not In Compliance
		Insufficient Information

- EE-1 Directs and supervises all operations of the Department
- EE-2 Oversees and participates in the planning, development and implementation of social services programs
- EE-3 Oversees and participates in various administrative duties
- EE-4 Perform various supervisory duties
- EE-5 Performs related staff compensation
- EE-6 Performs related professional duties
- EE-7 Budgeting/financial Planning
- EE-8 Financial administration
- EE-9 Asset protection
- EE-10 Communication and counsel to the Commission

Based upon the Commission's prior acceptance of these reports and the on-going monitoring of the organization's and the Executive Director's performance during the preceding year, the Commission reaches the following conclusions relative to the Executive Director's performance:

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Following is a summary of the Executive Director's strengths and weaknesses relative to the Executive Director's operation within the boundaries established by the Executive Expectations policies and the Director's progress toward achieving the Commission's Ends policies: \_\_\_\_\_

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Based upon the foregoing conclusions, the Commission makes the following decisions for the coming year: \_\_\_\_\_

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Signed: \_\_\_\_\_  
Chair of the Metro Social Services Commission

Date: \_\_\_\_\_

**EE-1**

**Policy Type: Executive Expectations**

**Directs and Supervises all operations of the Department**

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Adopted: 02/27/08

Monitoring Method: Internal report

Monitoring Frequency:

Metropolitan Social Services Commission



**EE-2****Policy Type: Executive Expectations**

**Oversees and participates in the planning, development and implementation of social services programs**

- Identifies community needs.
- Works with senior staff members to design programs to meet those needs.
- Develops short and long term goals for the programs.

Adopted: 02/27/08

Monitoring Method: Internal report

Monitoring Frequency:

Metropolitan Social Services Commission

**EE-3****Policy Type: Executive Expectations****Oversees and participates in various administrative duties**

- Formulates, presents and administers the budget for the department.
- Researches and applies for alternative funding for programs such as federal and state funds and grants
- Establishes, implements and/or revises departmental rules, policies and procedures
- Explains and/or interprets laws, rules and regulations concerning the administration of social services programs.

Adopted: 02/27/08

Monitoring Method: Internal report

Monitoring Frequency:

Metropolitan Social Services Commission

**EE-4****Policy Type: Executive Expectations****Perform various supervisory duties**

- Oversees and/or participates in the selection and assignment of employees.
- Assigns and monitors work
- Approves leave requests
- Evaluates employee performance
- Reviews performance evaluations given by employees for their subordinates
- Determines employees' training needs
- Counsels with and disciplines employees as needed.

Adopted: 02/27/08

Monitoring Method: Internal report

Monitoring Frequency:

Metropolitan Social Services Commission

## **EE-5**

### **Policy Type: Executive Expectations Performs related Staff Compensation**

The Director shall develop compensation and benefit plans that adequately reward employees consistent with the applicable marketplace, with organizations of comparable size and type and within available resources.

Accordingly, the Director

1. shall not change his or her own compensation and benefits.
2. shall develop and implement salary schedules and pay plans for employees that:
  - a. compensate employees based upon their education and prior experience; and
  - b. link employee compensation with performance.
3. shall develop and implement compensation plans to attract and maintain top quality staff.
4. shall establish salary or pay plans that do not jeopardize the fiscal integrity or public image of the county.
5. shall implement salary schedules and pay plans for employees in a manner consistent with Metro policies.

Adopted: 02/27/08

Monitoring Method: Internal report

Monitoring Frequency:

Metropolitan Social Services Commission

**EE-6****Policy Type: Executive Expectations****Performs related professional duties**

- Participates in community planning and problem solving.
- Represents the Department of Social Services in various activities
- Keeps abreast of the trends and developments in the Social Work/Social Welfare field.
- Prepares and/or directs the preparation of various types of reports and documents.
- Participates in conferences, workshops, and meetings as needed.

Adopted: 02/27/08

Monitoring Method: Internal report

Monitoring Frequency:

Metropolitan Social Services Commission

## **EE-7**

### **Policy Type: Executive Expectations Budgeting/Financial Planning**

Financial planning for any fiscal year shall not deviate materially from the Board's Ends policies, risk fiscal jeopardy to the district or fail to be derived from a multi-year plan.

Accordingly, the Director shall develop a budget which:

1. is in a summary format understandable to the Board.
2. adequately describes revenues and expenditures.
3. shows the amount spent in each budget category for the most recently completed fiscal year, the amount budgeted for each category for the current fiscal year and the amount recommended for the next fiscal year.
4. discloses budget planning assumptions.
5. discloses rationale underlying budget allocation choices.
6. plans for the expenditure in any fiscal year of more funds than are conservatively projected to be received during the year.
7. proposes to reduce the projected year-end fund balance to an amount less than 5%.
8. provides adequate and reasonable budget support for Board development and other governance priorities.
9. takes into consideration fiscal soundness in future years or ignores the building of organizational capabilities sufficient to achieve Ends in future years.
10. recommends the use of one-time dollars to fund recurring expenses.
11. reflects anticipated changes in employee compensation, including inflationary adjustments, step increases, performance increases and benefits.

Adopted: 02/27/08

Monitoring Method: Internal report

Monitoring Frequency:

Metropolitan Social Services Commission

## **EE-8**

### **Policy Type: Executive Expectations Financial Administration**

With respect to the actual, ongoing administration of Metro's financial assets, the Director shall not cause or allow material deviation from the annual budget or budget policy adopted by the Commission, cause or allow any fiscal condition that is inconsistent with achieving the Commission's Ends Results for its most vulnerable population, or places the long-term financial health of the county in jeopardy.

Accordingly, the Director shall:

1. make sure that funds expended do not exceed the amount received in the fiscal year to date unless revenues are made available through other legal means, including the use of fund balances and the authorized transfer of funds from reserve funds.
2. settle payroll and debts in a timely manner.
3. make sure not to commit to any single expenditure greater than \$25,000 without approval of the Commission.
4. make sure not to make any purchase:
  - a. Without exercising reasonable precaution against conflict of interest;
  - b. Without having considered comparative prices based on items of similar quality;
  - c. Without considering a balance between long-term quality and cost.
5. file time and accurate reports or filings required by any state or federal agency .
6. receive, process and disburse funds under controls pursuant to generally accepted accounting procedures.
7. aggressively pursue receivables after a reasonable grace period.
8. keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of governmental accounting.
9. require, review, and analyze monthly financial reports from each program.

Adopted: 02/27/08

Monitoring Method and Frequency: Internal report:

External report:

Metropolitan Social Services Commission

## **EE-9**

### **Policy Type: Executive Expectations Asset Protection**

The Director shall assure assets are protected, adequately maintained, appropriately used and are not unnecessarily risked.

Accordingly, the Director shall:

1. maintain insurance coverage against theft and casualty losses to \_\_\_\_% of replacement value.
2. maintain insurance coverage against liability losses to Board members, staff and the county itself in an amount that is reasonable for agencies of like size.
3. insure that un-bonded personnel are not allowed access to funds in excess of \$\_\_\_\_\_.
4. insure that facilities and equipment are subject to proper wear and tear and sufficient maintenance.
5. insure that the County, the Commission or staff are not exposed to legal liability.
6. protect intellectual property, information and files from loss or significant damage.
7. properly preserve and dispose of all records related to affairs or business of the county.
8. not acquire, encumber or dispose of real property.
9. not endanger the county's public trust, thereby jeopardizing its ability to accomplish its mission.

Adopted: 02/27/08

Monitoring Method: Internal report

Monitoring Frequency:

Metropolitan Social Services Commission



## **EE-10**

### **Policy Type: Executive Expectations Communication and Counsel to the Commission**

With respect to providing information and counsel to the Commission, the Director shall give the Commission as much information as necessary to allow Commission members to be adequately informed.

Accordingly, the Director shall:

1. submit monitoring data required by the Commission (see policy C/ED-5– Monitoring Director Performance) in a timely, thorough, accurate and understandable fashion, directly addressing provisions of the Commission policies being monitored.
2. advise the Commission in a timely manner of trends, facts and information relevant to the Commission's work.
3. advise the Commission of significant changes substantially affecting the county's financial condition.
4. advise the Commission of changes in assumptions upon which the county's Standard Operating Procedure (SOP) has been established.
5. provide for the Commission as many staff and external points of view and opinions as needed for fully informed Commission decisions.
6. advise the Commission of anticipated significant media coverage.
7. advise the Commission if, in the Director's opinion, the Commission or individual members are not in compliance with policies on Governance Process and Commission-Executive Director Relations.
8. present information in an understandable and concise form.
9. provide a process for official Commission, officer and committee communications.
10. work with the Commission as a whole except when:
  - a. fulfilling individual requests for information, provided such requests are not disruptive or do not require a material amount of staff time or resources;
  - b. working with officers or committees duly charged by the Commission;
  - c. communicating with the chair.
11. report in a timely manner any actual or anticipated significant noncompliance with any Commission Ends or Executive Expectations policy.

12. supply for the consent agenda all items delegated to the Director that are required by law or contract to be Commission-approved, along with adequate information necessary to keep the Commission informed.
13. notify the Commission thirty (30) days in advance of significant changes to county operational policies and the date on which the change will occur, along with adequate information necessary to keep the Commission informed.
14. establish a procedure for informing the Commission in a timely manner of the administrative disposition of complaints presented to the Director by the Commission.

Adopted: 02/27/08  
Monitoring Method: Internal report  
Monitoring Frequency:  
Metropolitan Social Services Commission

ER-1

**Policy Type: Ends Results**

**Results Matter Strategic Business Plan**

**Metro Social Services will be recognized as the coordinating agency for provision of all social services for residents of Davidson County.**

**Policy 1.1: *Customers will experience quality service that is data-driven and researched based upon best practice standards.***

- MSS stakeholders will be surveyed to include MSS customers, public and private social services providers, juvenile court, faith and community based organizations, foundations, as well as the general public to the extent possible

**Policy 1.2: MSS' Planning and Coordination system will ensure that:**

- MSS stakeholders that report will receive timely and accurate data
- MSS stakeholders will be provided the results from the needs assessment and service monitoring

**Policy 1.3: MSS will create a long-range plan for the delivery of social services in Nashville and Davidson County**

- MSS will report the results of the survey provided by public and private providers
- MSS' customers will create a service strategy in response to social service needs by identifying persons in need, monitoring and tracking those needs over time and identifying resources
- MSS will identify deficiencies or gaps in services

Adopted: 02/27/08

Monitoring Method: Internal report

External report:

Metropolitan Social Services Commission

## ER-2

### Policy Type: Ends Results

### Results Matter Strategic Business Plan

**Frail, elderly and disabled persons in Davidson County will experience an enhanced quality of life and avoid unnecessary institutionalized care.**

***Policy 2.1: MSS will be recognized as the coordinating agency for provision of all Social services for the frail, elderly and disabled citizens in Davidson County.***

- MSS will collaborate to produce a needs assessment and develop a plan to identify and address unmet needs and gaps in services
- MSS will partner and collaborate with stakeholders (both public and private entities) to increase services
- MSS will independently survey its stakeholders (customers, public and private social services providers, juvenile courts, faith and community-based organizations and foundations, general public)
- MSS will strive to receive a 90% positive response from stakeholders

***Policy 2.2: MSS will provide services to the frail, elderly and disabled citizens so they can maintain independence and increase socialization opportunities.***

- MSS will increase opportunities for seniors to participate in congregate meals at Parks and Recreation facilities.
- There will be increased homemaker services, thereby reducing the percentage of frail, elderly and disabled persons who move onto a higher level of care over a 12-month period.
- There will be an increase in the percentage of frail, elderly and disabled persons satisfied with meals provided to meet nutritional needs.

***Policy 2.3: MSS will provide a user-friendly resource and referral system***

- MSS will strive to increase the percentage of customers reporting satisfaction with the resource and referral system.

Adopted: 02/27/08

Monitoring Method: Internal Report

External report:

Metropolitan Social Services Commission

**ER-3**

**Policy Type: Ends Results**

**Results Matter Strategic Business Plan**

**There will be a reduction in chronic homelessness due to the efforts of Metro Social Services in conjunction with Metropolitan Homeless Commission.**

Metro Social Services will:

- Increase the number of formerly homeless person employment.
- Increase community awareness of the homeless as measured by the Homelessness survey.
- Work with the Homelessness Commission to create of a fully integrated Homeless Management Integration System, (HMIS).
- Work with the Homelessness Commission to increase permanent supporting housing.
- Increase funding sources outside of Metro Government.

Adopted: 02/27/08

Monitoring Method: Internal report

External report:

Metropolitan Social Services Commission

#### ER-4

#### Policy Type: Ends Results

#### Results Matter Strategic Business Plan

**Metro Social Service customers will experience an increase in stabilization of family, increased support services to the working poor and continued availability of burial services**

**Policy 4.1: *MSS work to improve stabilization of the family.***

- MSS will conduct research and develop a comprehensive social plan that assesses family needs, unmet needs and gaps in services, and develop strategies to meet these needs;
- MSS will partner with other Metropolitan Government agencies---including the Metro Nashville Public Schools---community and faith based organizations, private service providers, residents of Davidson County and corporate entities to identify available resources, find ways to leverage resources and reduce duplications;
- MSS will collaborate to educate and train informal child care providers to enhance early childhood development;
- MSS will partner with others to develop a productive workforce;
- MSS will collaborate to address the lack of affordable housing;
- MSS will increase to serve seniors so they may maintain an independent lifestyle; and
- MSS will increase access to family support services by developing a customer system navigation tool.

**Policy 4.2: MSS will collaborate with Federal, State, Local and Faith-based funding initiatives to expand services to the “working poor”, leverage resources, and reduce duplication.**

- MSS will conduct research and identify (profile) the “working poor”
- MSS will assess needs of the “working poor”, unmet needs and gaps in services, and develop strategies to meet those needs; and,
- MSS will identify resources (Federal, State, Local and Faith-based funding initiatives), and will collaborate to leverage resources and reduce duplications

**Policy 4.3: MSS will continue availability of burial services for all eligible residents.**

Adopted: 02/27/08

Monitoring Method: Internal report

External report:

Metropolitan Social Services Commission